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Managing for Change

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# Managing for change: August 9, 1991 v. 2, no. 5

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*Boston University*



The  
University  
Hospital

# Managing for

# CHANGE

A Publication for the Managers of The University Hospital

*Dear Leader,*

August 9, 1991  
Volume 2, Number 5

## **FY91 Bonus Program to take effect**

Included in our fiscal year 1991 Compensation Program was an employee bonus component. I understand that very few hospitals have been able to include any type of bonus program in their budget this year. We are able to do so because of the hard work all of our employees did last year and this year, and because of the subsequent impact of that effort on the Hospital's performance.

Susan Hancox, vice president for Human Resources, tells me that recipients will receive their bonus by October 1, the beginning of FY92. Supervisors were asked to submit bonus nominations to their Division Directors and Department Administrators by August 9. It is important to point out that managers have the authority to make changes to their area's list of nominees. We are looking for accountability at all levels.

The bonus program works this way: All management and nonmanagement employees who are not covered by a collective bargaining agreement are eligible for bonuses ranging from 1/2 to 2 percent of their annual salary. The criteria for the program are as follows:

1. the employee must have met performance standards in all areas of his or her job during FY91;
2. during FY91, he or she must have improved quality beyond the department's goals, objectives or plans;

or

he or she must have improved customer satisfaction beyond the department's goals, objectives or plans;

or

he or she must have been integral in reducing expenses below budget or in increasing revenues beyond budget.

Approvals of bonuses must be made by the area vice president and by Ms. Hancox. If you have questions or concerns about the bonus process, please call Bob Donnelly at x8563 or Joan Ventura at x8571.

## **Employee Assistance Program being utilized**

The Employee Assistance Program is an important new resource for managers and supervisors. EAP Manager Kee O'Toole operates as a consultant in helping employees with various problems. The Program's goal is to cut off a problem before it affects an employee's workplace performance. Some underlying problems that typically impede work performance include substance abuse (drug and alcohol), financial strain, family or marital problems, and conflicts with coworkers or supervisors.

Ms. O'Toole says that the program is going quite well, and she encourages managers and supervisors to let their employees know the EAP is available. Since the program got under way in January, she has seen 33 employees and has had eight consultations with supervisors and

## **NEWS TO USE**

### ***FY92 budget process going smoothly***

According to Paula Neville, budget manager in the Department of Fiscal Affairs, the FY92 budget process is proceeding well. She says that budgets are now being reviewed by senior management and should be available by October 1st as planned. Ms. Neville says that some important changes were made in the budget process to try and meet managers' needs, and that the response from managers has been very positive.

This year's budget process was very involved, as the budgets were designed with several additional forms intended to help with the Hospital's conversion to the Transition 1 (T-1) system. The extra forms will provide the baseline data needed for strategic budgeting next year and in following years. It is anticipated that next year's process will be even simpler once the T-1 system can operate at a greater capacity.

### ***Accounts Payable shows sign of strength***

Accounts Payable Supervisor Ann Dekas reports that the Hospital's days of accounts payable are holding steady at the desirable figure of about 60 days, with some bills being paid within 30 days. Less than a year ago, accounts payable were more than 80 days. Ms. Dekas credits the improvement to an established accounts payable process, a strong fiscal year-end push by her employees, and vastly improved workspace in Vose Hall, which includes new fiberoptic cabling that speeds the department's computer systems.



managers. Employees and managers have come from all areas of the Hospital. You should know, and you should tell your employees, that confidentiality is strictly maintained in all cases. Confidentiality also applies to consultations with managers and supervisors. If you would like more information on the Program, or if you want Ms. O'Toole to address your employees, contact her directly at x5362.

### **JCAHO review symbolizes UH's focus on quality**

From October 30 to November 1, the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) will be at UH conducting its three-year accreditation review. In many ways, this visit will be similar to those of the past—an extensive and exhaustive inspection of the Hospital and its quality assurance processes—but in other ways, this visit will be very different. As part of its "Agenda for Change," the JCAHO will introduce a new 10-step process that, on its face, looks very similar to the healthcare management approach known as "total quality management."

Total quality management, a concept originated by W. Edwards Deming, the statistician/management consultant who played a major role in revitalizing the Japanese economy in the 1950s, 60s and 70s, has been successfully implemented by many U.S. corporations, such as Motorola, Inc. This type of management calls for a "bottom-up" management approach in which all employees are encouraged and empowered to find new ways of improving quality. This concept is now making its way into the healthcare industry in various forms.

The JCAHO's 10-step process reflects many of the same tenets as total quality management, especially that all clinical and nonclinical employees be involved quality improvement. Our quality initiatives, directed by Executive Vice President Jacqueline Dart and conducted by JCAHO Coordinator Mark Whitney, Quality Assurance/Utilization Review Manager Glynnis LaRosa, R.N., and Quality Assurance Coordinator Carla Henderson, R.N., call for a similar 10-step approach.

### **Some kind words of affirmation**

It's nice to hear from time to time that our efforts to provide excellent patient-focused care and service are being recognized. I recently received a letter from a gentleman in New Hampshire who was transferred to UH from his local hospital. He was a patient of Cardiothoracic Surgeon Dr. James Fonger and Anesthesiologist Dr. Dusan Dobnik, as well as several residents and SICU and PCU nurses whose full names were not mentioned. I would like to excerpt parts of that letter:

*"I recently had a coronary bypass operation at the University Hospital, and I would like to express my gratitude and admiration towards the medical staff that attended me.*

*"I had been transferred from [my local hospital] when it was decided, after the necessary tests, that a cardiac operation was required. [My hospital] is a good hospital, but the care thoroughness and follow-up that I received at the University Hospital was far superior. I am very glad my family doctor decided to have my operation done there."*

*"And finally, how wonderful it was to get a call from the University Hospital two days after I came home to ask how I was and if I had any questions, etc.! If I ever get into a serious health situation again, I know where I want to go for treatment."*



J. Scott Abercrombie Jr., M.D.  
President & Chief Executive Officer

### **New manager in Facilities Management**

I would like to welcome Harold "Bud" Jennison to the Hospital leadership as our manager of Space Planning & Construction, a newly created position reporting to Facilities Management Division Director Martha Bil Manevich. Mr. Jennison, who has 15 years of experience in facilities planning, will be responsible for planning, organizing and supervising construction activities at the Hospital.

### **Upcoming T & D schedule**

Over the next two months, the Office of Training & Development in the Department of Human Resources will conduct a variety of educational courses designed to benefit supervisors and managers.

#### **In August:**

- "Skills for Managerial Success" on 8/13

#### **In September:**

- "Beginning Spanish for Health Care Providers" (date to be determined)
- "How to Deliver Difficult Messages" on Tues. 9/24
- "The UH Employee Assistance Program: A resource for supervisors and managers" on Wed. 9/25
- "Criteria-Based Performance Appraisal: An Overview" on Thurs. 9/26

If you have more specific questions about these courses, or if you would like to sign up an employee or yourself, you can contact Training & Development Manager Trip Folland at x8897 or Training & Development Specialist Betsy Jacobsen at x8584.